
FINANCIALTIMES
No. 30,691
Friday November 111988
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| BARRIER-FREE EC <br> Moscow gives its <br> blessing to 1992 |
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| $\frac{\text { Page } 2}{}$ |

- 11


Oslo announces ban on heavy water exports

Delors sees
By David Buchan In Brussels

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Narjes calls
for curbs
on Japanese
car industry




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## IN THE ACQUISITION GAME, YOU'L NEED A BANK WITH A DELICATE TOUCH.

The crunces ser Hhat tor succesestu conorate

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 From the beginning we have resched out for


The art of British banking Scandinavian style.


## Wider role for workers alarms EC employers



Big fall in Community's unemployment rate


-

 Irish delay or Brussels job: By kieran Cooke in Dublin.
THE
convalescence NTINOING





## New East-West conventional arms talks edge nearer

## Human rights are the remaining stumbling block to negotiations, reports Judy Dempsey in Vienna


deficit widens
by almost 10\%
By Andriana Ierodiaconou
In Athens











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hilizh leveto of timport substive


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Pro-Democrat party wins Puerto Rico poll

## by Larty Luxner



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## US farmers worried over Montreal trade talks

By Nancy Dumne in Washington
US NEGOTYATORS, heading istminded Democrats made Farm BIM







 Countries 'hardening positions' ahead of ministers' meeting ay Whilam Dultorce in Geneva


 General Agreement on Tratid
aind Trade (Gatt), said yeste
day
At thelr midterm revew







 plained that the US, the ceuro
peen Comumunity and other big

## WORLD TRADE NEWS

Record Chinese joint ventures approved
By John Elllott in Peking
 Boom in Sino-Soviet border trade
Steven Butler in Urumqi looks at growing economic co-operation



## "So when's that new

 bannk mannager coming round Doris?"

There's no mistaking Lloyds Bank Commercial Service Managers.

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## OVERSEAS NEWS

## Japanese trade surplus rises for second month

## Scandal tarnishes Takeshita's anniversary

Ian Rodger assesses the progress of Japan's Prime Minister after one year in office


Taiwan eases limits on share-price movements By Bob KIng in Tappe
TAWWAN'S Securt
 chips and 40 per
ondtier shares.

## THE VOICE OF SOUTH AFRICAN BUSINESS

## Importance of good industrial relations fully recognised

## John Spira, Finance Editor of the Johamenesburg Sunday Star

Johannes Moolman, Managing Director of Federale Vblksbeleggings Lud talks
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 Spira: Does Federate have a formal training Spira: Does
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of our busineses is to not ouly assess that wolatity bot mo mangege and handle it

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paxa six montis or so, the pressures might intensify buy
 in Sownd Ahax mean.
Spira: How should South Africa go about the process
of courvincing the wortd that thesecthanges arrecoming
Moolman: On a man-m-man basis. There are only a few
hountred political decision-makers and our aim must be



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 Moolminar: Yes ,hough nori vasq quantixics, becmuse these irinolved mainily in addining value to the primary produc


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 OTAJINTERNATIONALHOTEIS
## Debt, death and intrigue on Pacific island

Richard Gourlay, recently in Koror Palau, on the fall-out of a doubtful power deal





Extremists' action brings Sri Lanka to a standstill Ey David Housago in Colombo

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## 'I didn't get where I am today by delivering my own Raisin Ripples:

Remember CJ?
He's the one who got to the top while Reggie Perrin did the donkey work.

In reality, BET would serve him much better
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And help Reggie feel less of a pudding.
To see how we can help, telephone us now on 0800010122 or fill in the coupon below.
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You lools after the core business. We'll talre care of the chore business.

UK and Iran agree to renew diplomatic ties By Victor Mallot


#### Abstract




Gandhi in bank denial By K.K. Sherma in Now Delhi
MR RADIV GANDHI, the dent" Mr Gandhis sald.





Bush victory concentrates minds at Namibia talks

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No matter how fast an airline promises to fly you to Sydney (and we promise you, no-one flies you there quicker than Qantas) you're still going to be on a'plane for around 2 I hours. So we do all we can to make the hours go faster too. For a start, all the drinks, from mineral water to vintage bubbly are on the house. All your meals are prepared from the freshest. ingredients by our own seasoned chefs. And what's more, we'll even feed your mind. Our on-board library has most of the latest bestsellers, newspapers and magazines. After dinner, you can feast your eyes on one of the lateṣt films. (We change the programme as often as your local cinema). But if you'd rather just look out of the window instead, be our guest. (Our cabin staff know when the best kind of service is no service at all). In fact, whatever your needs, we'll do as much, or as little, as it takes
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THE BANK OF ENGLAND BULLETIN

## US action on savings 'a priority'

## UK NEWS <br> \section*{5}

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## Monetary, fiscal policy reins must 'stay until inflation abates'

 gilts and other fixed interest stocks. or more. without any obligation on your part.
Warning of danger posed by surpluses


The report satid that the dan
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As an overseas resident there are definite advantages in investing offshore, but to quote the Observer newspaper of 19th June 1988, "if one is going to place money overseas the safest rule is to stick to the funids run by the offshore arms of UK financial institutions whose reputation and Jtanding are beyond yTPDte

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## UK NEWS

Too little regard for safety on London Underground, report says

## Managers accused over fire deaths


sales at Underyzuoud stations.









Staff 'ill-equipped'to meet emergency
Mr Paol Channon, Transport Secretary, sald yesterday
that SIr Keith Bright London Regional Transport's chair man, and Dr Tony Ridlley, London Ondergroumd chair man. had reached the "right conclusion" in resigning andings of the repont into the Eing's Cross fire.


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If you've felt you could step into now's your chance to prove it.

Simply enter the Reed National Management Game. This is a game, but ome unlike any other you may have played. You form your own board of directors and make business decisions in competition with others.

Winners go through round by rounia and through regional finals until thers's one team left. A team that's proved beyond doubt it has all the managerial skills to run a company and most important of all, run it profitably.

Of course, taking part is fun, but it's also very realistic and with the game devised by the Cranfield School of Management, very good training.

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Prizes total $£ 25,000$, but for the winners the rewards are even greater. There's the satistaction that you've taken on some of the best up and coming business brains in Britain's most prestigious management game.
And won.

The Reed National Management Game is owned and organised by CL-Cranfield Business Games Limited and sponsored by Reed Business If you'd like to form a team. If you'd like to form a team and take part or if you're already the boss and would like to encourage a team of your employees, your first decision is to return the coupon. Closing date for
entries is 24 th December 1988 .



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BOSTON GLLMORE


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## What have．

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Gasson，Michael Graves and Rod Hackney

## got in common？

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## FT LAW REPORTS

## Buyer is misled by German contract



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[^1]
## UK NEWS

## Britain follows the world in financing its students

David Thomas and FT correspondents take an international view of educational loans

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| state-backed loan system for its students. as this week's |  |  |
| amnomencing the Government's proposals for a new system o student finance stresses. |  |  |
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| However. it is less easy to particular student funding of a country's higher education |  |  |
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| mcluding a new loans system, would belp to increase the per- |  |  |
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| However. international evidence snggests that a society' economic and cultural tradi |  |  |
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| tions have as moch to do with the demands placed on higher arrangements. |  |  |
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| Japan is at one extreme with only about 20 per cent of students using the state-backed |  |  |
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| means-tested interest-free loan scheme. Nevertheless, Japan |  |  |
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| has one of the young people into higher edacation. |  |  |
| not have to worry much about ney, mawir ben scrime parensing for years to pay for their studies. |  |  |
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|  |  | 100,000 French students benefit |
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| Entry into popular Japanese universities is so ferociously |  |  |
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| think it is the least they can do to ensure their children' chances are not harmed by a |  | eanwh |
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| cine and engineering can afford to relax. The name of their umiversity is what counts |  |  |
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| plenty of time for part-time work. |  |  |
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| age of people study beyond |  |  |
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| in Britain |  |  |

In Brief Aberdeen shipyard calls in receivers







 receivers following a reeqoest
by the company to its bankers.

Abbey estate agents Abbey National has become
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in place the nucleus op the first building society to put
in place the nucleus of a
national chain of commercial
main of property estate agents with the or an undiscoloseded sum Sositrated on residential property
agencies, finkich Abbey has
more than 400.

Skill shortage Only 3 per cent of businesses hester Chamber of Commeran nh Industry shed laboor in
the unird quarter, the lowest
gure tor 18 months Some
 jor cent struggled to find
silled manual workers and 28
per cent reyorted a shortage of per cent reported a shortage of
nanagerial jobseekers.

Chumnel house offer British R Rain sxid that it will buy the homes of people who


## Airlines unite

 Enlan Vannin Airlines of theIsle of Man and Air Mitro of



Tuning into a deregulated market Electronics groups are preparing to do Gattle, Hugo Dixon writes


Airport expansion necessary at both Heathrow and Stansted, BAA says
More terminals needed 'at end of century'




508,000 CONTRACTS ALL IN A DAY'S WORK AT THE MERC.
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So whether you wont to ded in cur member that the bigosest fotity indices and options market in the world is arialkote of
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London office a coll on $01-9200722$

Ninety-one per cent of British businessmen believe that 1992 will be good for business.
Good news. Well yes, except that behind this statistic lurks another. Forty-one per cent of those surveyed, revealed they had no game-plan whatsoever.

Frankly that's something that worries the life out of us.

## HOW WILL 41\% OF BRITISH BUSINESSMEN ENLERT1992?



In 1992, we'll all be fish in a much larger pond. And whilst this means more opportunities, it also naturally means more predators.
$2+4=$ En the fact remains that if you can see an opportunity, so can your rivals.

So how can you make sure that as all the rules change, you know how to play the game and win?

Well to start with, you need expert advice. And having worked closely with many clients in Europe, that's something we're well placed to provide.

We'll give you an in-depth analysis of how 1992 will affect not only your business, but that of your clients and suppliers.

And we'll follow this up with a detailed plan of action, telling you what you should be doing about it.

More important, thanks to our extensive network of European offices, we can also give you on-the-spot help as you put your game-plan into practice.

So that, come 1992, when everyone else is waiting for things to change, you're up zll Ernst \&Whinney there making the changes.

TECHNOLOGY

## The quest for 'ozone friendly' gases

Clive Cookson examines the chemicals industry's response to an environmental issue
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#### Abstract




Electronic newspaper for the blind wins award
By David Fratuock




## Whadd'ya mean their

 computer is more powerful than ours?Seven years ago Guardian Royal Exchange commissioned the largest commercial computer in the world.

It gave us enough power to outgun even the Pentagon It cond deal with 9 million instructions per second:
"You have, said the engineer in charge of its installation at our headquarters in Lytham, "mind-boggling capacity here"

The pontiss while we needed that capacity - then, we need it even more now.

Not only to back upour policies and policy
holders. But also to relay information to branches, brokers and staff as quickly and as accurately as possible.

Now, in a matter of seconds, we can calculate a motor premium rate for a policy holder who is, say, 27 years old, female, and lives in Manchester.

And who drives a Mercedes, has a $40 \%$ no claims bonus, and commutes to work in Liverpool.

But that's only part of the story. We've all heard of 007. Consider 02. This is one of our sophisticated corporate planning programmes.

It means our senior managers around the
world can look at a number of assumptions on a computer screen and review the last five years of their business, or evaluate the next five.

They can compare the effects changes in underwriting results, premium income, expense ratios etc. will have on dividends, share earnings, asset values and so on.

This kind of technology helps us not only to price competitively, but to innovate exciting new products in tune with our markets.

Meanwhile, we're continually updating our computer power. It's now eight times more powerful, with the ability to handle no less than 73 million instructions per second.

And still our experts tell us, we ain't seen nothing yet.


GUARDIAN ROYAL EXCHANGE
One step ahead, then another

ARTS

| Arts Week <br>  11/213] 14[15/16]17 |  |  |  |  |
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## Richard Angas and Andrew Shaw

## New Glass opera


#### Abstract

 

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## ARTS GUIDE



Siobhan Davies

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FINANCLAL TIMES FRDAY NOVEMBER 111988

FINANCIALTIMES
Telegrams: Finantimo, London PS4. Telex: 8954871 Telephone: 01-2488000 Friday November 111988

## A failure of management

|  <br> The first and most obvious The staff response on the ght was "uncoordinated and body had any idea how to ct in an emergency, No. und for example was prese ine the ons nerse centre - when fire broke ont The public iress system was not used. lied to the fire for 15 minsed There was no evzecus a plan. The police emre elet. to work wthout maps of Undereround station <br> the second shortcoming lay nt The casaal traveller on ice that the trains and sta. as are in poor condition and Mr Fennell notes that "the could develop all arose or on that nigbt." The pped match would not have. tation of rease and detertus |
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## A valid reference

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## Arafat's strategy

THE MEETING of the
Pahestine National Conneil
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aspirations But prociming such a goal
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 Above an, Mr Yassir Arafat
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Kieran Cooke and Charles Hodgson look at the Anglo-Irish agreement



Three years on, the link still holds



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Nice girls






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up for the winter, he claims.
Fairy tales


Hearties at St Anne's

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# Why Neil Kinnock can smile again 

## By Joe Rogaly



## LETTERS

Knife-edged exports


Boomerang
From Dr Frunk Eeper.







Statistical definitions of poverty
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 More expert on mortality than on management




thik i:tion in




## LOMBARD

## German subsidy for the Airbus

## By David Marsh



WHY more top solicitors swear by MITEL.


Bentsen walks tall to Washington
Roderick Oram argues that the Senator's conduct during the election campaign has greatly enhanced his standing



## Brazil braced for trouble after killings




Bonn Speaker in row


M Moscow
chooses capitalist road to the stars



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## FINANCIALTIMES COMPANIES\& MARKETS

Friday November 111988


## Thomson-CSF is Pebereau ally By Peul Betis in Paris








## US court delays insurance measure




 planned 30 per ic
group. Page 24

rkict pitters
Hopes that ct

## Britain's warming beer

 battle is put on iceLisa Wood looks behind the Monopolies referral of


 were no poiltical motives behind
its investant in Soccen it is
widely regarded that it enioysthe
support of the Socialist govern.

Socialist friane Bereegovoy, the



Minorco 'rebuffed Lonrho offer' for Gold Fields stake


## Wellcome profits jump to $£ 221 \mathrm{~m}$

| 31 per cent increase in pretas me competitiors to Retrovir, the oup's bips-selling drug which is e only licens. <br> Profite for the year to August were $\frac{20121.2 \mathrm{~m}}{}$ ( (ss92m), at the end or analysts expectanions. rough surging sales of Retrovir dof Zovirax. Wellcome's big <br>  <br> Revenne from Zovirax leapt by per cunt to p216m while sales Retrovir, in its irst fum year is Wellcome's third-biggest sell. groduct Ranking seco <br> Mr Shepperd said he could no mment on what proportion of |
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| from Retrovir. It was impossible, he said, to hreak out this figure. He was optimistic about the | within the next two to thrce years to apply for government approval to sell Retrovir for such |
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| progress of the group during the | a use. |
| ing year and said be would | He also said the company had |
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| companies which arr | in its research pipeline. These |
| "If anyone else comes out with nem drug for fill then Cod | ing epilepsy, hepatitis and heart attacks. |
| them | The group recorded especially |
|  | sales increased by 47 per |
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| Wellcome is conducing cimi- | America climbed by 30 per |
| cal trials which could lead to | Gront and sales roese by |
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| to treat patients who have be | cy nnctuations, turnover |
| who have not progressed to | rose by 20 per cent and pretax |
| bown ADSS. Such an appli- | proitit by 53 per cent. |
| could increase reveuue | Earnings per share climbed 35 |
|  | of 2.6p per ordinary share will lift |
| Dr Trevor Jones, Wellcome research director, said the com- | the total payment to 3.6 p , com. pared with 2.s1p in 1987. |


| Swiss Bank Corporation |
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| has acouried |
| Commerclal Bank (Jersey) Limited |
| The undersigned initiated this transaction and acted as financial advisor to the shareholders in |
| Prudential-Bache Capital Funding |

## INTERNATIONAL COMPANIES AND FINANCE

## Daimler insists on MBB <br> management control


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Ricoh and Minolta Camera report sharp gains

## By lan Rodge in Tokyo


 Ricon salid 1 ts pretax profit
rose 20.3 per cent to
Yis.8bin mach more strongly tha
sales which were ap 7.1 pez
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 to advance copier sales falle
competition.



Battle for Chilean weapons group
Barbara Durr reports on Industrias Cardoen's plans to diversify



Buy-out costs hit GAF profits

## ay ur fanencul stat



Tisco and Telco advance strongly


# Which company 

...is re-building Reading Station? ... is selling luxury flats in Wimbledon? ..is hiring specialist plant nationwide? ..is working on oil rigs around the world? ...is providing computer personnel in Australia? .. has put the whole of the Electoral Register onto a computer data base?
.. has provided share information offices for British Airports Authority, Rolls Royce and British Airways?
... has despatched 75 million pieces of mail in the last year?

It may surprise you to learn that all these activities are carried out by Turriff Corporation. We are listed on the London international Stock Exchange and last year our profit before tax to 31 December 1987 rose $93 \%$ while earnings 1988 showed further gains with our profit before tax up $98 \%$ and earnings per share up $37 \%$ for the half year. Our foundations are in construction. Today our strength specialists-people who know their business. If you would like further information on Turriff call Pete


New Issue This advertisement appears as a matter of record only

November 10, 1988
LKB Baden-Württemberg Finance N.V.
Amsterdam, The Netheriands
DM 500,000,000
Floating Rate Notes with Interest Option 1988/1995
Gaaranteed by Landeskreditbank Baden-Württemberg, Karlsruhe

| Issue Price: | 100\% |
| :---: | :---: |
| Interest: | Six-month-Liboc payable semiennually in arrears in May and November |
| Repayment: | November 10.1995, at par |
| Interest Option: | The holder af a Floating Rate Note shall be entitled to select a fixed rate of interest at the interest payment dates in May and November 1989 against payment of a premium of $0.75 \%$ and in May and November 1990 against payment of a premium of $1 \%$. The Fixed Rate Bonds bear interest at a rate of $6 \%$ p.a and shall be repaid on November 10, 1995 at par |
| Listing: | Düsseldorf and Frankfint am Maim (Floating Rate Notes and Fixe |

Trinkaus \& Burthardt

| Amro Handelsbank Aktiengesellichaft | Banque Paribas Capital Markets GmbH | Bayerische Landesbank Girozentrale |
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| Deutsche Bank Aktengeeelischaft | DSL Bank <br> Deutsche Siedhngs- und |  |
| Industriebank von Japan (Deuts Aktiengesellschaft | Knwatt Foreign Trading Contracting\& Investment $\mathrm{C}_{0}$. (S.A.K.) |  |
| Samuel Montaga \& Co. Limited | J.P Morgan Gmbr | Morgan Stanley Gmbly |
| Salomon Brothers AG | Schweizerische Benkgesellschaft (Deutsechland) AG |  |
| Schweizeriscker Rankverein (D) Investment banking | . Société Cénérale - Filsässische Bank\&Co. |  |
| Westdeutsche GenossenschattsZentralbank ẹ | Westdeatsche Landesbank Girozentrale | Tamaichi International (Deutschland) GmbH |



Hüls to buy
Monsanto Monsanto silicon unit
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## \%



Goodman still on takeover trail

Equiticorp shows profit



qus.


Mediobanca issue date set




## FWMCCOME RESULTS 1988

## Another good year

| FINANCIAL HIGHLIGHTS | 1988 <br> $£ \mathrm{~m}$ | 1987 <br> $£ \mathrm{~m}$ | $\%$ <br> increase |
| :--- | :---: | :---: | :---: |
| Tirnover | $1,250 \cdot 5^{\star}$ | $1,132 \cdot 4$ | $10 \%$ |
| Exports from the UK | $255 \cdot 5^{\star}$ | $228 \cdot 1$ | $12 \%$ |
| Research and development expenditure | $163 \cdot 7^{\star}$ | $142 \cdot 4$ | $15 \%$ |
| Profit before taxation | $221 \cdot 2^{\star}$ | $169 \cdot 1$ | $31 \%$ |
| Profit attributable to shareholders | $127 \cdot 1^{\star}$ | $94 \cdot 1$ | $35 \%$ |
| Dividends | $30 \cdot 4^{\star}$ | $23 \cdot 7$ | $28 \%$ |
| Earnings per ordinary share | $15 \cdot 1 \mathbf{p}^{*}$ | $11 \cdot 2 \mathrm{p}$ | $35 \%$ |
| Shareholders' funds | $652 \cdot 6^{\star}$ | $559 \cdot 0$ | $17 \%$ |

*All these constitute new group records.

Mr A J Shepperd, Chairman and Chief Executive, reports:
Unfavourable exchange rates were matched by an extremely competitive environment for many of our products. We are therefore pleased to announce another year of record profits.

In 1988 our worldwide business grew well, notably in continental Europe and Japan.

Acyclovir, our anti-herpes drug, launched in 1981, and now the Group's largest selling product, showed continued strong growth, with sales up by 35 per cent to $£ 216$ million.

This is the first year that sales of zidovudine, the only antiviral treatment currently licensed for AIDS, contributed for the whole period. Total zidovudine sales amounted to $£ 90$ million.

Capital expenditure of $£ 133$ million was incurred for future support of the business and capital commitments amount to £143 million.

If you would like a copy of the Wellcome ple anmual report for 1988 (available from



## NOTICE OF REDEMPTION

To the Holders of
Courtaulds International Finance N.V. s20,000,000 9\%\% Sterling Foreign Currency Guaranteed Loan due 1989









 in penalty of ssil. Pleasw iherefire provith the appropriate certificulion when presenifint TiFrum und diber Drect

COURTAULDS INTERNATIONAL FINANCE N.V.
By: Morgan Guaranty Trust Company

## Datedi: Xinemlur II. IPk


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London Branch
Agent Bank

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Standard Chartered PLC
US $\$ 400,000,000$ Undated Primary Capital Foating Rate Notes
In accordance with the provisions of the Noles,
notice is hereby given that for the interest Determination period from 14 th November, 1988 to
14 ith December, 1988 , the Notes will carry interest a 144 h December 1988 , the Notes win
interest accrued ti 14 ht December, 1988 and payable on Gin January 1989 will amoum to US $\$ 75.00$ per
US $\$ 10,000$ Note and US $\$ 750.00$ per US $\$ 00,000$ Nole

Standard Chartered Merchant Bank Limited
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INTERNATIONAL COMPANIES AND FINANCE

Jardine Matheson chief to go back to US By Michand M
Hong Kong:


## National Australia Bank reports record profit



## Takeda profits decrease

## By lan Rodger in Tokyo



Yamaha earnings decline
By Gorton cramb in Tokyo



 earnings were down and net
cent at just under the ybu
mark. Turn






Egypt takes control of Islamic fund and detains directors




Queensland Coal Finance Limited

## INTERNATIONAL COMPANIES AND FINANCE

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## BT censured on Mercury calls <br> By Terry Dodsworth，Industrial Editor PROF Bryan Carsberg．the UK

$\qquad$
Toys R Us in pricing conflict with suppliers















## FOR SUN MICROSYSTEMS ONE LOCATION SHONE OUT FROM THE REST．



In six years Sun Microsystems has become the world＇s leading supplier of workstations．Now for the first time they are setting up a manufacturing base outside the USA．Their new plant is to be built in a country with a highly developed electronics infrastructure，where companies like Compaq，IBM，Digital and Mitsubishi are already thriving．And it is to be staffed by a skilled and loyal workforce，recruited locally and well versed in the com－ plexities of high－technology production．So where are Sun going to locate their new European production HQ？ （The picture should be clear by now．）Scotland，of course，where the future is looking more than bright．From supply and service to joint ventures and manufacturing under licence，there is a host of opportunities for your business in Scotland．To find out more contact David Brown on Freefone Scotland，or write to him at the Scottish Development Agency，The Scottish Centre， 17 Cockspur Street，London SW1Y 5BL．He＇ll show you the light．

SCOTLAND．LAND OF OPPORTUNITY．
scOTTISH DEVELOPMENT AGENCY，HEAD OFFICE，I2O BOTHWELL STREET，GLASGOWG2 7JR．

## INTERNATIONAL CAPITAL MARKETS

 Portuguese $\mathbf{\$ 7 0 0 m}$ issue packaged as a floater $\qquad$




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## 大部票







## CFSB chief hits at

 European bid curbs By Stephen FicheEuromakeets
Correspondent Crrespondent
MR JACK EENNESSY，chief
Exective of Credid Suisse First
Boston，yesterday
liunche

 equipped to tackle the compet
tive challenge form OS and
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of mat murape offered no basis for
orowth． growth $\begin{aligned} & \text { At a conference on interna－} \\ & \text { tional mergers and acquisi－}\end{aligned}$ tion tions，he said takeovers were
prevented too often by the
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corporate by lawevers，while gorporate by－laws often pre
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verter．He was critical of the
 manipulation of share registers
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| First Leisure Corporation PLC £60,000,000 <br> Multiple－Option Facility <br> Arranged by National Westminster Bank PLC <br> Underwitten by <br> Bayerische Hypotheiven－und Wechesel－Bank AG National Westoninster Bank PLC Pabobanik Nederfand，Londion Branch－ <br> Barctays Bank PLC <br> Den Danske Bank <br> The Sanwa Bank，Limited <br> Crédit du Mörd，London Branch Kansallis Banking Group <br> The Sumitomo Bank，Limited <br> Banco di Napoli－Additional Tender Panel Members <br> Banque Indosuez <br> Commerzbank Aktiengesellschaft，London Branch <br> Credit Suisse Istituto Bancario San Istituto Bancario San Paolo di Torino，London Branch <br> Lazard Brothers \＆Co．，Limited <br> Samuet Montagu \＆Co．Limited <br> Legal Advisers <br> Allen \＆Overy <br> Paisner \＆Co． <br> Agent Bank <br> National Westminster．Bank PLC |  |
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 YAMACHI RTERMATIONL（DFUTSCHEADD）GMEO

## Tokyo share row touches sensitive nerve

## Gordon Cramb on the lessons being learnt from the big Mitsubishi Motor issue



## Japanese banks

 sell house-debt as dollar remains weak


 - Th



## UK COMPANY NEWS


 NOTICE
to the holders of the outstanding
U.S. $\$ 30,000,000$ Floating Rate Notes dae 1996 (the "Notes") Hill Saminél Finance B.V (the "Corapany")







 PRINCIPAL RAYING AGENT

Dusct: 114 Noranhax min. Samumintinncr av.

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Interests will be below $\mathbf{4 0 \%}$ in future

## Maxwell to keep stake in printing




Medirace bids for rest of CIS

By Androw Hil

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| By Fiona Thompson |  |
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to $£ 2.57 \mathrm{~m}$ at half-way stage







##  <br> To coincide with our move to larger premises this week, the company you knew as

 Sallmann Barrington Laurance will now bè known simply as Sallmanns. We're sure that the international property market as a whole and our clients in particular, will recognise that this name change ties in neatly with our philosophy of keeping everything we do-
## Simply easier for everyone

Max Wilkinson reports on the oil majors results at nine months

## BP advances despite oil price fall

## Salt prices help Staveley advance $\mathbf{2 7 \%}$ to $\mathbf{£ 8 . 1 m}$

| By Clare Pearson |  |  |
| :---: | :---: | :---: |
| STAVELEY INDUSTRIES, minerals and measurement | division, there is expected to be a previously unforeseen cost | at 6.74 p (5.39p). An interim div idend of $1.9 \mathrm{p}(1.7 \mathrm{p})$ is heing |
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| for about 58 | - | ce rises and the move |
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| the measurema | Eainings per share came | be milder than last. |

Meggitt buys KDG for $£ 8.5 \mathrm{~m}$ by Clare Paorson
Megitit, ie aerospace and




issne of 8.59 m new ordinary
sbanes.
Of these, 2.16 m are heing




Decisions on IDG due in London and Dublin By kitaran
in Nublin
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CORRECTION Amersham Int'l desterday's report giving
details of Amershana niternational's interims results incrnar
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## Marconi expands into Europe





Rigardo Semper, 2as: Business philosophy

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 At the heart of Semler's
management strategy are the
bardy novel cusse of proft
sharing workers shaning, workers' participation
and tbe obuman -scaice
place. But what has made his


## At odds with a Latin culture

Ivo Dawnay explains why Ricardo Semler is a novelty in Brazilian industry


| general agreement "I think more than half of them tire more than , Larown out says. <br> The company's deveiopment <br> an advisory bowit, on which sit several of the miont veneri- <br> ble grandees of sao Pruvo buis <br> ness Some bine Jose Minding of the mechanical en fineers. <br> Others, Like carios Myphesed of <br> scepptical, belifeving that, are <br> achievement atter time tias <br> Forn down the ideatism. <br> Ing an impact. on nearby <br> sumer durables and electrotics <br> combine, and, Mhook, tha Brat <br> Fhone-Poulenc, are belleved to <br> Inents; closely modelleía on <br> To what extent, however, ioes Semco's success depend <br> on operating a smanisis comp- <br> relative intimacy of -Bravil's <br> gighly protected marist? Sem- <br> ucts face fierca markse compe- tition and that many are for <br> be the trend in evene the has to <br> badustries, inciading continu- <br> ous processes like strel or cel- <br> price means losing the econo- <br> "Treat workers fine enilidren or <br> nambers and they? 11 behave <br> Still not 29 , Semier's curcent <br> include helping the country's <br> the US in the latest trade war <br> over pharmaceutical patents. <br> vastly infruential Federation of <br> industries of Sat patuio (riesp), <br> bosiness colleagues whom he <br> leck of competitiveness or <br> Fie is interested in politics, but hints only halfjokingly <br> that any joh less than Presi- <br> dent of the Repablic would <br> In the meantime, he intends <br> to expand Semco systemati- cally to np to 50 units and beyond - or untili such time as he is democratically voted out one of the joh-performance reviews he is now introducing. haps, but Semaler is not so demwith his patriarchal Braxilian roots. Chief efrecurve or not, racy conld deprive him of his 80 per cent shareholding. |  |
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Business schools
Winners and others By Michael Skapinker


## PLACE THE WHOLE OF SPAIN IN YOUR BUY DIRECT FROM SPAIN

Ten times the European experience



"The only complete resource addressing in detail the most important business issues : in your strategic planning for 1992;

Initiative 1992 brings together an elite team of the CBI and ten leading British companies
whose combined knowledge of Europe has been galvanised into a detailed buisiness

- 20

It presents this kniowledge in a series of ten seminars dealing in detail with ten vital usiness topics, and provides specially witten detailed reference books which explain the impact of the Single Market and the strategies to be adopted in the New Europe. It backs this resource with a unique telephone encquiry and information service. Whilst
others offer general advice, Initiative 1992 deals in specifics -This Initiative is subsidised by the private sector enabling the CBI to offer


FINANCIAL TMMES FRIDAY NOVEMBER 111988


## , SURVEY

嘼Though growth in the number of UK parks. has slowed existing: ones are having marked success in attracting tenants. At home and abroad; start-up companies still: predominate, but industrial giants are starting to take the concept seriously, Clive Cookson reports

## On a strong upward curve

















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main wave of science park UKSPA, predicts that the parks

## FINANCE

## Anger at risk capital gap




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## Science Parks


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As scotands's most successsful business location East Kilbride knows a thing or two about creating working environments perfectly suited to the needs of dynamic technology-based companies Thats why wete home to more top US and lapanese companies OVC. Avex and Motorola for example) than any other location in Scotland. Peel Park is our newest and most prestifious location It offers a range of hi-technology facilites and fully serviced sites (up to 25 acresl in arguably some of the most beautiful coumtryside in Scotland. With easy access to the Renaissance
city of Clasgow, and direct links. with the UKs communications network. So when you locate in Peel Park you get one of the most efficient and pleasing working environments anywhere And what's more, well throw in Loch Lomond for free. For full details on al the opportunities for you and your company in Peel Park please clip the coupon or CALL FREE ON O800 833 I39.


The interests of universities and developers do not necessarily coincide

## Property lessons still to be learned

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 dite frrst is that proverty








$\rangle$ development sites $\geq$ special Rflu units apposite the University

## IITMHEATH


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## On an upward curve


$30^{3}$


The FT / British Venture Capital Association Venture Capital Financial Forum

## London, 1 \& 2 December, 1988

This will be the sixth in the highly successful series of Venture Capital Forums arranged by The Financial Tmes and the British Venture Capital Association (BVCA). The event provides a unique opportunity for venture capitalists, professional advisers and industrial companies alike some for the first time - or planning to go public.
The Forum is a two day event arranged to allow the maximum amount of time for meetings presentation in one of the moming sessions and the aftemoons are set aside for private meetings with delegates. This year the timetable will allow for presentations by between 20 and 30 companies. They will be selected by the BVCA to represent a wide range of industrial and service sectors with companies at different stages of development from start-ups through to well established businesses. Any company which would like to make a presentation should complete and retum the form below.
Who should attend? Venture Capitalists, corporate finance advisers, stockbrokers acoountants, pension fund managers and oup or seeking to acquire companies and industrial
Due to the format of the Forum, attendance will be limited and early booking is advised.


## Venture Capital

 Financial Forum```
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## Position-

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WEST GERMANY

## A key contribution to new thinking

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Mart Micholson RESEARCH PARK

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| Dr Malcolm Parry-- Ceneral Manager pobar 112 PO Bax 112 |
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 Lendon Wix $8 D$
Telephone $\mathrm{No} 0: 01629$
University of Surrey

## Wrexham Technology Park



Why Yrexham
Technology
Park?


## SCIENCE PARKS 3

With the rate of growth in the number of new parks slowing down dramatically

## US parks begin to seek international links




GROWHNGE


UHiversity of Warwick Science Park
 and




Everything to nurture European Business


















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bility for later. Roderick Oram

## FRANCE

## A mushroom-like growth




Name...
Company
Address




## PHASE II <br> now underway

Large units from 5,000 sqft to 20,000 sqft
ALSO UNIQUE BUSINESS PACKAGE


## BELASIS HALL

 TECHNOLOGY\& BUSINESSPARK Now point your company in the right directionBuheroth diverion is Eeass Hal Thednoley nd
 Tree lined walkways. extensive gerden anessand
waterwys which awract the many varietes of birds from
The firstphase which comorice

The first phase which comprises seven pavilions is almost tully let after orly 5 months liss successs and the
Thesecond phase is isvow underway - almost 2 years 5.000 squft to 20,000 sq att These propeties are fiom thetr omn riounds and offer excelent expansion space Belasis $H$ all is located within a Development Area and
enioys one of Bittain' highest levels of financial assistance in addition, the development is adiacent icrs B ilineharm complex. Access is avalable if required
to the many services which icc uses to support is own business Add excellent commmunications and the altraction of fling doose to the North Y York Moors or b
the coast and you have every reason to point your

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|  | New Dimensions in Business Space |
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FT UNIT TRUST INFORMATION SERVICE


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LONDON SHARE SERVICE

## FOREIGN EXCHANGES

## Nervous tone depresses dollar

TRE DOLLAR continued to
lose ground
bets yesterain. Trrady
cury mar.

 cocay's closure of most finan-
cial centres in the ES, and
many traders had been expect. ing the doliar to improve on
profite taking and positlon
squar ing ahead of the long weekend
Then prospect of some form o
dollar retrenchment was remiriceed after overnight
intervention by be bank of
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## FINANCIAL FUTURES

Prices slightly firmer



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## London, 29 \& 30 曾vember, 1988

Health care in Britain is facing the greatest change since the National Health Service was formed 40 years ago.
'Private Health Care', a major Financial Times conference, will examine the growing co-operation between the public and private sector, the new dimensions in health insurance and the care of the elderly. Speakers will include:

| Mr David Melior, ac, MP Minister of State for Health | Ms Harriet Harman, mp Oppostion Spokesperson on Heath |
| :---: | :---: |
| MrR M Graham BUPA | Dr Marvin Goldberg AMI Healthcare Group plc. |
| Mr William Laing <br> Laing \& Buisson | Professor Alan Maynard - Centre for Health Economics |
| Mr David Willetts Centre for Policy Studies | Dr Derek Tayior Marks and Spencer ple |
| Mr John Chawner BMA | Mr Paul Stacey Nuffield Health Care Limited |
| Dr KA M Grant City \& Hackney District Health Authority | Mr Peter Farmer Arthur Young |
| Mr Peter Townsend Bioplan Holdings plc | Mr Derry Andrews Sun Alliance Heatth First |

## Private

Health Care
$\square$ Please send me further dstals.

A FINANCIAL TIMES
A FINANCIAL

## LONDON STOCK EXCHANGE

## No lifting of the gloom in equities


Confusion after bid referral

## , <br> 





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| FINANCIAL TIMES STOCK INDICES |  |  |  |  |  |  |  |  |  |  |
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|  | Ltd was to acquire a 7.63 per cent holding before the yearend came too late to affect |  |  |
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|  | BAT Industries made a spirited attempt to resist the adverse effects of the changes |  |  |
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| What does 1992 really mean to you in the financial markets? <br> Are you confused by the 1000's of mainly incomprehensible words written about the progress towards a single European market? <br> Do you find the information available too complicated and packed with legalistic jargon? <br> Or, is it too superficial to be of any use to you? <br> AT LAST HELP IS AT HAND FROM THEBANKER <br> This month. The Banker publishes for the first time a comprehensive, easy-to-follow guide to the financial markets of 1992 in the form of a pulthout wall chart. <br> All relevant directives and recommendations are laid out clearly. <br> Next to each directive there is an explanation of its aims. <br> And, ranged alongside these directives and recommendations each country is compared stowing who has achieved what and who has extensions. <br> Assess at a glance: <br> * Achievement on any directive <br> Plus in this month's issue: <br> LONDON AS A FINANCIAL CENTRE. listing of: <br> Our analytical report includes a comprehensive <br> WHO'S WHO OF FOREIGN BANIS AND SECURITIES HOUSES IN LONDON. <br> All essential details are included: Location, Status, Management and Staff of every branch, representative office, joint venture and subsidiary. <br> The Banker, now available from newsagents in Paris, Basle, Zurich, New York, Eastern States and Canada. <br> Pick up a copy today. <br> * What still has to be done and by when <br> * How a particular European country is progressing <br> THEBANKER |  |
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## COMMODITIES AND AGRICULTURE

## Tough coffee pact talks ahead


sumers believe there are fum-




Continuing our series on EC. price support cu
gives a progress report on the oilseeds sector


## Peruvian miners' strike becoming increasingly bitter

## By Veronica Barustat in Lima

Seeds of hope for farm reforms

THE PERUVAN miners
sector.
More tha
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WORLD STOCK MARKETS



## Your FT hand delivered in Norway

If you work in the business centres of
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HINANCLALIMES

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## America

Dow falls further as dollar retreats

## Wall Street

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Pillsbury shareholders to
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The 'other' election makes Canada jumpy
Uncertainty over the Tories' chances has upset the market, writes David Owen


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| MAETIOMAL AND MARETS Fisures in parernesess Spow manmbrer of slocic | THUNSSMY Movemser 101988 |  |  |  |  | WEDNESOMY NOVEMLEER 91988 |  |  | Dolur index |  |  |
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| Werd Index (2366)..... | 13.48 | +0.3 | 12.01 |  |  |  |  | 118.19 | 134.48 | ${ }_{123}{ }^{3}$ | 109.28 |

## EUROPE

## Frankfurt drops to four-week low

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## ASIA PACIFIC

 Profit-taking in electrical sector drags Nikkei down
## Tokyo .....

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##  to $£ 152.8 \mathrm{~m}$ <br> $\star$ Operating profit before taxation increased by $20 \%$ to $£ 152.8 \mathrm{~m}$ (1987£127.7m) <br> $\star$ Good new life business growth <br> $\star$ Strong performance in the United Kingdom and improved results in the Netherlands. <br> $\star$ Shareholders' funds $£ 1,335 \mathrm{~m}$.

| NINE MONTHS' HIGHLIGHTS |  |  |  |
| :---: | :---: | :---: | :---: |
|  | $\begin{gathered} 9 \text { manatibe } \\ \text { Hinumidibe } \end{gathered}$ | $\begin{aligned} & \text { 9montif } \\ & \text { Uneuntidid } \end{aligned}$ |  |
| Tocal premium income | £2,349.7m | £2,256.3m | + 4\% |
| Operating profir before taxation | £152.8m | £127.7m | +20\% |
| Operating profit after taxation | £88.8m | E78.9m | +13\% |
| Earnings per share | 21.1 p | 18.9p | +12\% |

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    COMPANY LIMITED
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    WESTERN DEETP LEVELS LIMITED
    
    
    
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    per A Sebba, Divisional Secretary
    Regineres Offrcess
    44Main Sruet
    Jolanonesburg 2001

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